MULTIMEDIA UNIVERSITY ®

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2022 / 2023 (TERM ID 2210)

BDT2014 – DIGITAL TRANFORMATION STRATEGY

(All sections / Group)

17th February 2023
9 a.m. – 11 a.m.
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 4 pages (excluding cover page) with 4 Questions only.

2. Attempt **ALL** questions. The distribution of the marks for each question is given.

3. Write your answers in the Answer Booklet.

QUESTION 1 [25 Marks]

a. Various companies are in the different stages of digitisation, digitalisation and digital transformation. Distinguish digitisation (2 marks), digitalisation (2 marks) and digital transformation (2 marks) and provide an example (3 marks) each.

(9 marks)

b. Describe Digital Ecosystems (1 mark) and how it is related to scale, scope and speed (1 mark). Give an example of scale (2 marks), scope (2 marks) and speed (2 marks) of a digital giant.

(8 marks)

Company	Value Created
OpenAi	*"ChatGPT is an AI chatbot system that OpenAI released in late November 2022 to show off and test what a very large, powerful AI system can accomplish. You can ask it countless questions and often will get an answer that's useful. ChatGPT can deliver direct answers quickly, not pages of endless links."* Reported by CNet 22-23 December 2022

c. In reference to the table above on ChatGPT, there are "weak signals" that can affect a digital giant's business. (8 marks)

   a. Give an example of the digital giant whose business could be affected (1 mark)

   b. Describe the weak signal and give one reason how the business can be affected. (3 marks)

   c. Discuss how the theory of adaptation relates to the digital giant. (3 marks)

   d. Give **ONE (1)** example of a proposal that the digital giant should do to compete with OpenAi. (1 mark)

QUESTION 2 [25 Marks]

a. There are two important roles in digital ecosystems:
   (i) orchestrator and
   (ii) participant.

Define orchestrator (2 marks) and participant (2 marks) and distinguish the difference (1 mark) between orchestrator and participant. Describe **TWO (2)** characteristics (2 marks) of what it takes to orchestrate and give an example each.

(7 marks)

b. Describe **THREE (3)** of the Key Principles of Effective Adaptation and give learning examples for each of them. (6 marks)

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c. Distinguish between competition (2 marks), cooperation (2 marks) and coopetition (2 marks) and give an example each.

(6 marks)

d. Describe the **THREE (3)** steps in the 1st winning move and give an example each

(6 marks)

QUESTION 3 [40 Marks]

Company	Value Created
X	Company X is a bank and is starting to invest a lot of funds and research on digital banking. Its goal is to obtain the digital license by end of 2023 from Bank Negara and to become a leader in digital banking
Y	Company Y is a FinTech startup based in Kuala Lumpur enabling cross-border international payments and remittances which are cheaper, faster and more convenient. Company Y also provides fintech loan (peer to peer lending). Company Y's goal is to become the top provider for cross-border international payments enablement and peer to peer lending in South-East Asia.
Z	Company Z is a large American multinational technology company focusing on e-commerce, cloud computing and artificial intelligence.

- Company X engaged with Microsoft Malaysia to assist them in developing the digital banking environment in order to comply with Bank Negara guidelines. Currently Company X is only providing services to its customers with limited digitalisation. Company X hopes with the Microsoft partnership, it can automate various tasks and propel Company X to greater efficiency and increase its productivity by end of 2023 via Microsoft's technology.

- Company Y partnered with Company Z to enable faster and efficient payment remittances from customers by moving to Company Z's cloud. Company Y is also using Company Z's artificial intelligence technology to analyse data and customers's credit rating and provide recommendation to the Company Y's loan officers for faster and accurate loan approval. In addition, by moving to Company Z's cloud, Company Y would also be able to be able to integrate with Company Z's e-commerce marketplace platform to access Company Z's technology. With this integration, Company Z can also access Company Y's Malaysian customers, thus, for some of Company Z's offerings, Company Z needs to compete with Company Y for the Malaysian customers.

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- Company Z has a large fulfillment center in Seremban, Malaysia where it stores the customers' products in the warehouse before it is shipped. Company Z is using various solutioning initiatives to resolve some of its issues. For example, due to the voluminous order and to avoid delay, Company Z is using robots to make the fulfilment order processed faster. In the meantime, to ensure faster delivery of packages, Company Z is researching on using drones to send packages to homes in Klang Valley by 2024. Company Z is partnering with Kiva Systems, which is a Company Z's subsidiary to focus on drones' research.

a. Companies X, Y and Z are in the various phases of digital transformation. Describe and explain the relationship of players and the phases of transformation of Companies X, Y and Z and indicate them in the digital matrix (note: a company can have more than one phase at a time depending on the scenario; for example, you can indicate the same company at "Collision" (for one scenario) and "experimentation" (for the second scenario).

(7 marks)

b. In order to stay relevant, an organisation needs to reinvent the root of its business. To do this, the focus is not just on the design and delivery of products and services but on solving problems and shaping solutions. Indicate if there is any company in the reinvent stage and if there is, indicate which one and describe the problems that company would like to resolve.

(6 marks)

c. In the four archetypical/digital business model, illustrate the positions of Company X, Y and Z?

(3 marks)

d. In the Four Interaction Zones of the partner's level of importance to Companies X, Y and Z. Indicate which part is coopetition, competition or cooperation (if any).

(9 marks)

e. In creating new values and capabilities of Companies, X, Y and Z, describe the tasks that are automated, processes that are augmented and jobs that are amplified?

(6 marks)

f. Illustrate Company Y's digital strategic framework in your answer sheet. Use the template given in the next page:

(9 marks)

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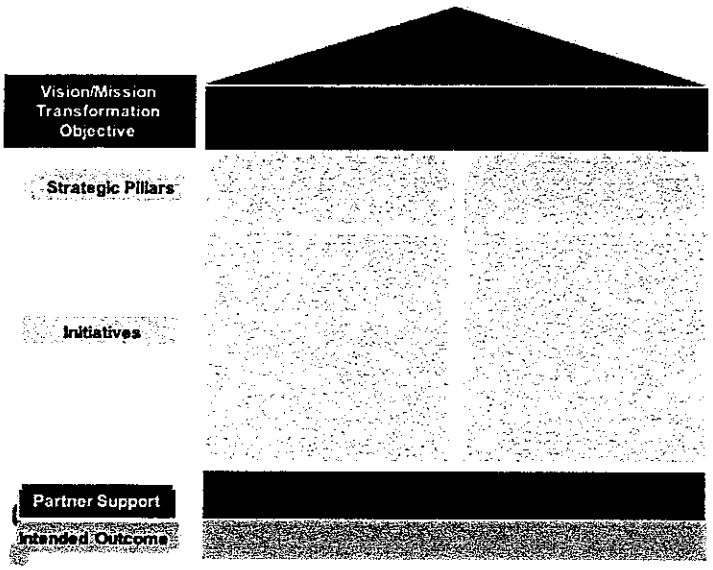

- **Vision/Transformation Objective:** (2 marks)
- **Strategic Pillars:** (2 marks)
- **Initiatives:** (3 marks)
- **Partner support:** (1 mark)
- **Intended Outcome:** (1 mark)

COMPANY Y's DIGITAL STRATEGIC FRAMEWORK

QUESTION 4 [10 Marks]

a. Describe the **SIX (6)** steps involved in implementing digital transformation roadmap.

(6 marks)

b. In identifying the digital transformation goals and objective, describe **TWO (2)** reasons why the goals must align to the business strategy

(4 marks)

End of Paper